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# TRADE HUB AND AFRICAN PARTNERS NETWORK

## START-UP AND 90-DAY WORK PLAN

Contact No.: AID-624-C-13-00002-00

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### **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.



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# ACRONYMS

<b>ACTE</b>	Africa Competitiveness and Trade Expansion Initiative
<b>AGOA</b>	African Growth and Opportunity Act
<b>COP</b>	Chief of Party
<b>COR</b>	Contracting Officer's Representative
<b>ECOWAS</b>	Economic Community of West African States
<b>FTF</b>	Feed the Future
<b>GDA</b>	Global development alliance
<b>ICT</b>	Information and Communications Technology
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NGO</b>	Nongovernmental organization
<b>PMP</b>	Performance Management Plan
<b>STTA</b>	Short-term technical assistance
<b>THN</b>	Trade Hub and African Partners Network
<b>UEMOA</b>	Economic and Monetary Union of West Africa
<b>USAID</b>	United States Agency for International Development
<b>VC</b>	Value chain

# INTRODUCTION

This document is the start-up and 90-day work plan for USAID's West Africa Trade Hub and African Partners Network (THN).

USAID West Africa's strategic goal is to support the emergence of a politically stable and economically prosperous West Africa. THN's goals are to promote increased regional trade in key agricultural commodities (Feed the Future [FTF]) and to reduce poverty through value-added exports (the Africa Competitiveness and Trade Expansion Initiative [ACTE]).

The overall objective of THN is to increase Africa's share of world trade by increasing exports at a faster rate than the rate of growth in overall trade, and by improving West Africa's international private sector competitiveness in targeted value chains other than extractive industries.

The project is designed to achieve two intermediate results: 1) improving the private sector capacity of the region's farmers and firms by addressing constraints to targeted value chains; and 2) improving the business enabling environment by addressing economy-wide constraints such as the transport and trade barriers affecting the efficiency of the region's ports, corridors, and borders.

The project's major components are:

- Economics and financial sector component
- Trade and transport enabling environment component
- Value chain development component
- Capacity building component
- Communications component
- Administration and management, including grants administration component

At its heart, USAID/West Africa's Trade Hub and African Partners Network is a capacity building effort that will entail working with several key groups of African partners, a multi-donor funded Transport and Trade Facilitation Observatory project, global development alliances (GDAs), private sector companies, regional private sector associations, and the Economic Community of West African States (ECOWAS) and the Economic and Monetary Union of West Africa (UEMOA). The project's focus will be on developing associations and regional alliances that can act independently from donor support and take on a greater leadership role in promoting reforms, attracting buyers and investors, and adopting improved practices.

# I. ESTABLISHING A PROJECT OFFICE

USAID/West Africa approved the original contract award to Abt Associates on September 24, 2013. After a five-month delay due to a protest and corrective action, USAID signed Modification No. 1 on March 17, 2014, which restarted the project.

The Chief of Party (COP) arrived in Accra on March 21, followed on March 24 by Abt's Start-up Specialist. They picked up where the previous start-up team had left off in October 2013 and have secured office space located at:

Marvel House, Giffard Road  
P.O. Box CT 4274, Cantonments  
Accra, Ghana

Abt Information and Communications Technology (ICT) specialists have begun to assess, evaluate, repair, and upgrade the ICT equipment in storage. They may be assisted by contracted expertise, as required. Project start-up will also address administrative formalities such as Abt project registration in Ghana, opening a P.O. Box, and opening a bank account.

Project office set-up in Ouagadougou will begin after the Accra office set-up is complete. The Ouagadougou office will be modest, staffed by two project technical professionals, two support staff, and a driver. The THN employee located in Dakar will be supported by an existing Abt project office that was established for a USAID/Senegal project. This office will provide office space and computer, payroll, travel, and accounting support.

We expect to inaugurate the Accra project office by June 15. Table I below shows how we expect the set-up process to take place.

**Table I: Office Set-up Process**

Process	Sub-process	Approximate Start Date	Approximate Duration	Party Responsible
<b>Local Office Set-up</b>				
Accra	Registration	ASAP; currently in process	ASAP	Home Office
	Lease local office	March 17, 2014	April 30, 2014	Start-up Specialist, COP
	Open bank account	March 17, 2014	April 30, 2014	Start-up Specialist, COP
	Open P.O. box	March 17, 2014	April 30, 2014	Start-up Specialist, COP
Ouagadougou	Registration	April 26, 2014	May 21, 2014	Home Office
	Lease local office	April 26, 2014	May 21, 2014	Deputy COP, Fin. Manager
	Open bank account	April 26, 2014	May 21, 2014	Deputy COP, Fin. Manager
	Open P.O. box	April 26, 2014	May 21, 2014	Deputy COP, Fin. Manager

# 2. STAFFING AND MANAGEMENT PLAN

## 2.1 STAFFING

The current staffing arrival schedules, which are tied to contract approval, are as follows:

- Day 7: Start-up Specialist and Chief of Party
- Day 28: Senior project staff and key personnel: Senior Economic & Financial Sector Advisor, Trade & Transport Enabling Environment Specialist, Grants Manager, Senior Capacity Building & Training Specialist, Senior M&E Specialist, Value Chain Development Specialist, Livestock Industry Specialist, AGOA Coordinator
- Day 35: Additional technical staff

Administrative and support staff will be hired during the start-up period, concurrently with project office set-up.

This project has a number of international and third-country national staff who will require housing in Accra. Project management and administration staff will provide guidance for those employees requiring housing.

## 2.2 MANAGEMENT PLAN

As with all projects implemented by Abt Associates, the project will prepare a specific Manual for Finance and Administration of the project. This manual will cover the following:

- Administrative procedures: operations/administration
  - Security
  - Working hours
  - Equipment and facilities policy
  - Information technology policy
  - Time-keeping
  - Holidays
  - Personnel records
  - Vacation
  - Project vehicles
  - Travel policy, adherence to USAID requirements, advances, expense reports
  - Visits and events
  - Recruitment
- Finance and accounting
  - Procurement
  - Purchase requests

- Supplier relations
- Invoice settlement
- Check distribution policy
- Management of accounts
  - ✓ Bank account
  - ✓ Petty cash account

### 3. CONSULTATIONS WITH STAKEHOLDERS AND DONORS

During the first three months of the project, and as soon as the COP arrives in-country and holds initial meetings with USAID/West Africa, consultations with stakeholders will begin. Priority stakeholders include USAID/West Africa, the Cashew Alliance, the Global Shea Alliance, Borderless Alliance, and regional associations, CILSS, ECOWAS, UEMOA

During the initial 90-day start-up period, staff will be concentrating on set-up, staffing, team-building, value chain assessments, and other high-priority tasks. However, immediately after the project kick-off workshop in Accra (which will include validating value chain and partner selections), the COP and other senior staff will schedule visits to bilateral missions and partner associations in the West Africa region. Priority will be given to the 3 bilateral missions with Feed the Future portfolios, Senegal, Mali, and Ghana.

To date, the COP has traveled to Cotonou (March 29–30) to participate in the UEMOA/ECOWAS Food Across Borders Follow-up Workshop. Other client visits have been held with the Global Shea Alliance (April 3) and with the Borderless Alliance (April 6), and the African Cashew Alliance (April 11). The Trade Hub COP also made a presentation for the USAID WA Feed the Future Partners Workshop, April 23-24, and the M&E Specialist attended the April 25 workshop on FtF M & E reporting.

# 4. PERFORMANCE MANAGEMENT PLANNING

## 4.1 PERFORMANCE MANAGEMENT PLANNING

Performance management planning will begin immediately upon award of the contract. The Senior Monitoring and Evaluation (M&E) Specialist is among the first group of project personnel to deploy and arrive in Dakar. She will be backed by Abt's highly experienced M&E team, which has begun to prepare a draft Performance Management Plan (PMP).

Principles that will be followed in preparation of the PMP include:

- The draft PMP will be finalized after consultation with USAID/West Africa on the indicators.
- Data collection will principally come from quarterly surveys by associations supported by the project.
- The draft PMP will be submitted for review by USAID/West Africa by day 30 post-award.
- The final PMP will incorporate comments received from USAID WA as well as comments solicited by USAID WA from the interested bureaus in Washington, such as the Africa Bureau , and the Bureau of Food Security, among others. The final PMP will be submitted following completion of the baseline studies.

The PMP will conform to Section F.9. (c) of the contract. It will address the following:

- Results-level performance indicator(s)
- Targets
- Baselines
- Data collection methodology
- Intrinsic data quality, reliability, and timeliness
- Validity of indicators versus desired output or result

## 4.2 BASELINE STUDIES

Baseline studies to establish the project baselines for the indicators will start after the initial value chain selection report is drafted. (See Annex A to this document.) The project will submit a Terms of Reference for the baseline studies, which will include the cross-sectorial methodology and sampling methodology, aligned with the value chains. The objectives of the baseline report will be to review preliminary baselines for all targeted value chains and to establish new baselines for this project.

# 5. YEAR ONE WORK PLANNING

The Year One Work Plan will primarily cover the six months remaining in FY 2014. Much of that time will be used for the short-term deliverables discussed here and for the baseline study, the value chain selection report, the value chain assessment, the partner assessment, the team-building workshop, the project kick-off workshop, and partner visits in Ghana and the region.

Additionally, as a sequel to the value chain assessments, we will prepare export promotion plans for the major categories of exports: cashews, shea, textiles, home décor, and specialty foods. The export promotion plans will provide guidelines for concentrated efforts to achieve \$34 million in project-assisted exports within 12 months of start-up.

Looking forward, the FY 2015 Work Plan will require a longer and more structured approach. THN will convene a brainstorming workshop in early July. At this event, senior project personnel will present their first drafts of plans for FY 2015 to the team. Open discussions and perhaps breakout sessions will help to refine the plans, based on an understanding of USAID's requirements. USAID technical personnel will be invited to attend and to comment on the plans. Experience has demonstrated that this is an efficient way to gain understanding of USAID's requirements and to interpret contract requirements. The FY 2015 Work Plan will then be drafted and reviewed internally by the project team and by Abt's home office. The final draft will be submitted to USAID/West Africa by September 15, 2015, for review.

Table 2 below shows how the project will start up and illustrates where work planning will fit in during the first year.

**Table 2: Start-up and Work Planning 2014**

Deliverable	Due (Days Post Award)	Due (Calendar Date 2014)	Contract Reference
Start-up and preliminary work plan	30	April 16	p. 31, 37
Annual work plan and PMP	30 (August 30 in subsequent years)	April 16	Mod. I
Value chain selection report	60	May 16	p. 31
Grant format and field grant guide	60	May 16	p. 51
Value chain assessments	75	May 31	p. 32
Baseline study and establishing report	90	June 15	p. 31
Final detailed PMP	Not indicated		p. 38
Partner selection report	90	June 15	p. 31
Transport and trade policy assessments	120	July 15	p. 32
MIS potential supply and demand analysis	180	September 13	p. 32

# 6. TEAM-BUILDING WORKSHOP

The Trade Hub is a demanding project, requiring a team with a common vision and collaborative working relationships. A structured team-building workshop will strengthen the team, develop a team spirit around the project's goals, and establish a common vision. It will help to display and enhance the potential of team members, encourage motivation and a sense of responsibility, promote cohesion, and improve individual and collective performance. The workshop will follow these principles:

- A project's employees need time to become an effective team; with a good start and effective management they will do so.
- A team approach should be incorporated into all activities of the project—meetings, task allocation, planning, informal discussions, etc.

## 1. Objectives

### 1.1 General Objective/Goal

The objective of the team building workshop is to strengthen cohesion among the project employees, inspire them with a shared vision of the project, develop a genuine team spirit that promotes open exchanges between employees, and mobilize and engage the entire team for the successful implementation of the program.

### 1.1 Specific Objectives

- Gather and unite team members to facilitate collaboration
- Share vision and values
- Create a synergy in the work place between employees
- Bring together people who are more used to working individually
- Identify and appreciate team members competencies
- Facilitate the flow of information
- Promote appreciation of individual skills
- Validate and start execution of the annual work plan
- Create a climate that encourages motivation
- Understanding the project's methods for collaboration with partners

## 2. Expected Results

The following results are expected at the end of the workshop:

- The team understands that project activities should contribute to increases in trade, creation of new jobs, and facilitation of new investment.

- The FY 2014 Work Plan is well-understood by the team.
- All stakeholders' objectives are shared and understood.
- Each team member has a strong sense of his or her annual work plan objectives.
- Team spirit is reinforced within the project.
- The roles and responsibilities of each employee are known and shared.
- The basic needs for good team functioning are identified.
- Activities to strengthen group cohesion are identified and planned.

### **3. Methodology**

The team building workshop, tentatively scheduled to be held the week of May 18, will be participatory, with programmed exercises and activities. It will include all members of the team—approximately 30 participants. It will be facilitated by a consultant selected according to his qualifications as a facilitator, his knowledge of methods of “team building ” and planning / programming techniques. The consultant will be assisted by a West African francophone team building specialist who has proven experience in the field in similar exercises. The workshop itself will be scheduled over a weekend as follows:

- Thursday afternoon: Arrival at venue; evening social get together
- Friday all day: Workshop, evening social
- Saturday all day: Workshop, late afternoon site visit, evening social
- Sunday afternoon: Return to Post

The workshop will be residential and will be held in a resort/retreat located preferably outside of Accra, Ghana. It will be moderated as group work (participants could be divided into 3 groups), participation in plenary session and other methods deemed appropriate by the consultant.

Terms of reference for the 2 consultants have been submitted to and approved by the project COR.

# 7. PROJECT PARTNERS TECHNICAL WORKSHOP

Completion of the short-term deliverables will provide an opportunity for the Project Partners Technical Meeting, which will include the major institutional, nongovernmental organization (NGO), and private sector partners. The Trade Hub and African Partners Network will be formally presented by USAID/West Africa and the project team. Sessions will be devoted to validating the value chain selection reports, the value chain assessments, the partner selection report, and the baseline study. Sessions will also be devoted to discussing transport and trade policy, although there will not be duplication of the 2013 *Food Across Borders* conference.

The expected results of the Project Partners Technical Workshop include greatly enhanced networking and personal connections and validation of the selection report, the value chain assessments, and the partner selections. In addition, input from the partners will inform the preparation of the FY 2015 Work Plan and of the export promotion activities that can be initiated immediately afterwards.

The Project Partners Kick-off Workshop is scheduled to take place between day 90 and day 120 post-award. Following this, the project will plan a series of trips to partner countries to present THN to bilateral USAID missions, relevant USAID projects, and other partners in the region. These presentations should be completed by day 180 post-award.

# ANNEX A: VALUE CHAIN SELECTION AND ASSESSMENT (90-DAY PLAN)

## INTRODUCTION AND CONTEXT

The Trade Hub and African Partners Network (THN) project will work to achieve its targeted objectives by improving the private sector competitiveness of certain value chains (VCs). Based on the initial assessments made in USAID/West Africa's Feed the Future Multi-Year Strategic Plan, four value chains have been pre-selected for THN based on the following criteria; importance to intra-regional trade, high potential for value addition, production by a large number of stakeholders, and synergies with other supported value chains. These value chains are 1) rice, 2) maize, 3) millet/sorghum, and 4) livestock (cattle, sheep and goats).

The THN project team has also been asked to examine the development potential of other “value-added” value chains and to consider the merits of including them THN's set of targeted value chains.

## VALUE CHAIN SELECTION

Within the first 90 days of the project, THN will make considerable progress in the selection of the value chains. The final selection, however, will not occur until approximately day 120 (July 17, 2014), when THN holds the Project Partners Technical Workshop; this event will include stakeholder vetting of the value chain selections. The process details are outlined in Table A.1.

**Table A. 1: Sequence of Tasks for Value Chain Selection and Assessments**

Task	Method	Who
Develop inclusive list of VCs	Draw from brainstorming, proposal, and FTF strategy	VC Development Specialist, COP, short-term technical assistance (STTA)
Use high-level criteria to eliminate certain VCs	Compare VCs against high-level criteria	VC Development Specialist, COP, STTA
Prepare and submit value chain selection report	Report will include criteria matrix, assessment briefs on each VC (3-4 pages) and justification for eliminated VCs (1-2 paragraphs)	VC Development Specialist, VC team and STTA
Assess short-listed VCs	Assess remaining VCs against full set of criteria via desk top studies, review of existing VC studies, and key informant interviews with partner network	VC Development Specialist, VC team and STTA

Task	Method	Who
Obtain USAID/West Africa's feedback on VC selection report	Review value chain selection report; meet with VC Development Specialist and VC team	USAID/West Africa Contracting Officer's Representative (COR), COP, VC Development Specialist, VC team, and STTA
Submit value chain assessment report	Report will include an assessment of all VCs via value chain studies, desk top research, and key informant interviews; will include extended VC assessment and discussion of potential upgrading plans	VC Development Specialist, VC team, and STTA
Prepare facilitation guide for VC stakeholder vetting	Based on current assessment, prepare summary presentation and process for vetting VCs	VC Development Specialist, VC team, and STTA
Vet VC selection and assessment with stakeholders	Session held within Project Partners Kick-off Workshop with THN stakeholders	THN stakeholders
Refine VC selection and assessment based on stakeholder feedback and suggestions		VC Development Specialist, VC team

## TASK 1. DEVELOP INCLUSIVE LIST OF VALUE CHAINS

To develop the list of potential value chains to be considered, THN will draw from two sources, in addition to relying on project team members' expertise and knowledge of the West African context. First, we will consider all the value chains addressed by the past West Africa Trade Hub Project: cashew, shea, sustainable seafood, specialty foods, home décor, and textiles. Second, we will draw from the list of other potential value chains proposed in the Abt Team's original proposal. The VCs included in the proposal were selected based on their estimated importance to regional trade and their potential impact on food security. Those value chains are sesame, mango and honey. The consideration and possible assessment of the fresh mangoes/mango pulp value chain will serve also to indicate opportunity in fruits and vegetables, which THN might then later examine. Fonio and gari/athieke will be examined in the context of the Specialty Foods value chains.<sup>1</sup> Using all these sources, the VC team has developed an initial list of value chains to consider (shown in Table A.2 below).

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<sup>1</sup> Oil Palm will be deferred, since proper consideration will require substantial research, particularly in terms of the ability of West Africa to serve international markets, and possible environmental impact. Since Liberia and possibly other missions may be starting to work with oil palm, it seems to be a sector that would be worth looking into, but that should be done hand-in-hand with such missions. Pulses (cowpeas) are also deferred because the value chain does not serve much of a global market, is not a pre-approved staple for THN, and is not a WAGN focus. REGIS will deal with this value chain, but REGIS has not yet commenced. Thus, later, separate analyses of both oil palm and cowpeas may be considered.

**Table A. 2: Comprehensive List of Value Chains Under Consideration for THN**

Pre-Selected Value Chains	Additional Value Chains	
Staples – Rice	Sesame	Home décor/handicrafts
Staples - Maize	Aquaculture/seafood	Shea
Staples - Millet/sorghum	Apparel/textiles	Cashew
Livestock - cattle	Honey	Mango/mango pulp
Livestock – sheep		Specialty foods
Livestock - goats		

## TASK 2. USE HIGH-LEVEL CRITERIA TO ELIMINATE CERTAIN VALUE CHAINS

Prior to entering into a complete assessment or deeper assessment of each value chain, THN staff will use high-level criteria to eliminate certain value chains that do not correspond to those criteria and thus are inappropriate for inclusion in the project's set of activities. Table B.1 in the Terms of Reference for the Value-Added Value Chain Selection contains the full list of criteria and sub-criteria that will be used in the value chain assessments. The table makes a note of the high-level criteria that will be used for screening. They will be the first criteria examined, and the VCs that score very low on any of these criteria, especially when compared to the pre-selected value chains, will be eliminated prior to conducting a more complete assessment. The value chain selection report will describe the reasons for their exclusion.

## TASK 3. PREPARE AND SUBMIT VALUE CHAIN SELECTION REPORT

The value chain selection report will consist of two essential parts: 1) the value chain selection matrix, which will compare each value chain against a set list of criteria; and 2) a three to four-page write-up for each value chain that summarizes, in narrative form, the contents of each cell within the matrix.

## TASK 4. ASSESS SHORT-LISTED VALUE CHAINS

Long-term members of the THN team and sub-sector specialists, such as Eliot Masters for shea, Patrick Nugawela for cashews, and Joop de Voest for apparel, will conduct assessments on a short-list of selected value chains. Table A. 4 shows the team members who will do this work, along with the value-added VCs to which they will be assigned.

**Table A. 3: Value Added Value Chains and Assigned Analysts**

Value Chain	Assessor/Analyst
Sesame	Eliot Masters
Aquaculture/seafood	Eliot Masters
Honey	Eliot Masters
Apparel/textiles	Joop de Voest
Home décor/handicrafts	Elaine Bellezza
Shea	Eliot Masters

Cashew	Patrick Nugawela
Mango/mango pulp	Patrick Nugawela
Specialty foods	William Noble, Abou Fall

In addition to the desktop work to prepare the VC selection report, certain team members (Elaine Belleza, Joop de Voest, Patrick Nugawela, and Eliot Masters) will travel to West Africa and hold key informant interviews with members of the partner network (to the extent possible) in a select number of countries before the finalization of this report (day 60 post-award). They will focus on key informant interviews in FTF countries. Team members Abou Fall, Kokou Zotoglo, Seydou Sidibe are part of THN's full time personnel, and are already based in the region.

The value chain assessments will use the full set of criteria to describe the short-listed value chains and update information about them. In contrast to the selection process, which used subjective measures of only certain criteria based on expert opinion, the assessment will describe the full set of criteria, quantifying them as much as possible.

The existing value chain studies and their conclusions will be strongly considered in the assessment. We must note, however, that—given the time constraints placed on the submission of this deliverable—the we do not expect to collect primary market data from the field or hold extensive interviews with key informants. The project will, however, continue to rely on easily accessible key informants for these value chains, especially those in the partners' network.

During the assessment, the project will also begin to analyze the existing constraints within each value chain and make proposals for an upgrading plan. If the team is able to construct a clear path for upgrading the value chain, it is more likely that the VC will be ultimately included in THN's set of focus value chains. Assessments will focus on value chains that lend themselves to regional assistance.

## **TASK 5. OBTAIN USAID/WEST AFRICA'S FEEDBACK ON VALUE CHAIN SELECTION REPORT**

Once the value chain selection report is submitted, USAID/West Africa will review the preliminary conclusions from the selection process, comment on the process, and advocate for the inclusion of certain value chains. The project team anticipates at least two meetings to discuss the report with the technical members of the USAID/West Africa Mission.

## **TASK 6. SUBMIT FINAL VALUE CHAIN ASSESSMENT REPORT**

The final value chain assessment report will include a more extensive write-up of each value chain, a review of existing value chain studies, and, to the degree possible, quantified information. It will also include an outline of the potential upgrade plans for the various value chains under consideration.

## **TASK 7. PREPARE FACILITATION GUIDE FOR VALUE CHAIN STAKEHOLDER VETTING**

With the completion of the value chain assessments, the data and information necessary to make a determination about inclusion (or exclusion) of the value chains in the THN project will be available. The value chain team and the facilitators hired for the workshop will work together to present this data

and information in a concise and clear manner to the THN stakeholders who will attend the Project Partners Kick-Off Workshop.

## **TASK 8. VALUE CHAIN SELECTION AND ASSESSMENT STAKEHOLDER VETTING**

During the Project Partners Technical Workshop, stakeholders will have a chance to draw their own conclusions about the short-listed value chains and the implied conclusions from the value chain assessments. Of course, if there is disagreement, they will have an opportunity to advocate for changes in the selected value chains.

## **TASK 9. REFINE VALUE CHAIN SELECTION BASED ON STAKEHOLDER FEEDBACK AND SUGGESTIONS**

All new information gained from the stakeholders, including their preferences and points of view, will be taken into account and included in the final value chain assessment report.

# ANNEX B: DRAFT TERMS OF REFERENCE FOR VALUE CHAIN SELECTION AND ASSESSMENT

## I. CONTEXT FOR THIS ASSIGNMENT

Based on the initial assessments made in USAID/West Africa's Feed the Future Multi-Year Strategic Plan, four value chains have been pre-selected for THN based on the following criteria: importance to intra-regional trade, high potential for value addition, production by a large number of stakeholders, and synergies with other supported value chains. The pre-selected value chains are rice, maize, millet/sorghum, and livestock (cattle, sheep, and goats).

The THN project team has also been asked to examine the development potential of other "value-added" value chains and consider the merits of their inclusion in THN's set of targeted value chains. THN and its partners need to select the value-added value chains that will be included in the focus of the project.

## 2. OBJECTIVES OF THE ASSIGNMENT

### I.1 General Objective

This assignment will provide information needed to select the target value chains and prepare the THN work plan. Most of the value chains being considered for THN support have been well-studied and documented in the past. This information needs to be updated as THN starts.

### I.2 Specific Objectives

#### ***Value Chain Selection***

The value chain selection report will consider the merits of the various value chains and recommend those that should be THN's focus value chains. The project must submit a value chain selection report to USAID by May 16, 2014.

Each value chain expert will submit draft value chain selection report for his/her value chain(s) by **May 5, 2014**, to allow time for comment, revision, and incorporation into the submitted report. The value chain experts will also prepare PowerPoint presentation material to summarize key information and logic pertaining to the selection decision for each value chain. The PowerPoints are to be submitted by **May 7, 2014**.

THN will provide a draft outline for the reports.

## **Value Chain Assessments**

The value chain assessments will describe and update prior assessments. They will also provide preliminary indications of the vision for each value chain and of THN's strategy. The assessments will be crucial in informing THN's work planning. THN must submit a value chain assessment report to USAID by May 31, 2014.

Each value chain expert will submit draft value chain assessment reports for his/her value chain(s) by **May 19, 2014**, to allow time for comment, revision, and incorporation into the submitted report. The value chain experts will also prepare PowerPoint presentation materials to summarize key information and logic pertaining to the assessment and strategic recommendations for each value chain. The PowerPoints are to be submitted by **May 22, 2014**.

THN will provide a draft outline for the reports.

Only those value chains which have been approved for selection will be assessed.

## **Stakeholder Vetting**

The selection of value chains will be finalized in approximately early July, when THN will hold a Project Partners Technical Workshop. Stakeholders will vet the value chain selection and assessment during the workshop. The stakeholder vetting process is not included in the current Terms of Reference.

## **3. EXPECTED RESULTS OR DELIVERABLES**

- An approved value chain selection report for each value chain (about four to five pages). A complete first draft of this report must be submitted to THN by May 5, 2014, with subsequent iteration and revisions for finalization.
- By May 7, brief PowerPoint presentations that summarize key information and logic pertaining to the selection decision for the value chains.
- An approved value chain assessment report for each selected value chain (about 20 pages, with annexes as appropriate). A complete first draft of this report must be submitted to THN by May 19, 2014, with subsequent iteration and revisions for finalization.
- By May 22, PowerPoint presentations that summarize key information and logic pertaining to the assessment for the value chains.

## **4. METHODOLOGY**

### **Scope of Services**

Each value chain expert is responsible for researching and preparing a selection report for each of his/her value chains. For selected value chains, the value chain expert is also responsible for the assessment, vision, and upgrading strategies for those VCs. This is the initial scope of work for what may be a series of assignments to upgrade selected value chains in the West Africa region.

The value chain experts will perform this work in particular through the following:

- Reviewing available value chain analyses, studies, reports and web-based material, as well as other desktop work

- Strongly considering the existing value chain studies and their conclusions in the analysis
- Holding phone and Skype conversations and interviews with members of the partner network in selected countries, as well as with other key stakeholders
- Traveling to West Africa to hold key informant interviews with members of the partner network in selected countries

As some of the initially included value chains will be dropped from further consideration during the course of this assignment, the value chain experts will receive authorizations for continued work at key stages. The estimated total level of effort is based upon both the selection and the assessment being carried out.

THN will provide the value chain experts with draft outlines for the value chain selection report and the value chain assessment report.

### **Criteria for Value Chain Selection and Assessment**

The following table (Table B.1) contains the list of criteria and sub-criteria that will be used in the value chain assessments. They include those set out in the Request for Proposal and proposal. Some additional criteria have been added, which pertain to the likelihood of success and the identification of potential entry points.

The project has established a set of high-level key criteria for initial screening (marked with an X in the table). Value chains that do not respond to these key criteria will be considered inappropriate for inclusion in the project's set of activities; THN will recommend that they be eliminated from further consideration prior to conducting the VC assessments. The attached Template for Rapid Assessment of THN Value Chains (Annex C) provides additional detail.

**Table B. 1: Criteria and Sub-criteria for Value Chain Selection**

Criteria and Sub-criteria	High-Level Criteria for Selection
<b>Criterion 1: Contribution to economic growth</b>	
• Potential to increase trade	X
• Potential to create jobs	X
• Potential to attract investments (including from the U.S.)	X
• Potential to generate value addition	
• Potential to generate market-based improvements in production yields	
• Impact of USAID WA investment	
• Complementarity with bilateral programs	
<b>Criterion 2: Impact on food security</b>	
• Number of households participating	X
• Contribution to total of average participant household income	
• Impact on household nutrition	
• Extent of geographic dispersal in West Africa	X

<b>Criterion 3: Social impact (women, ultra-poor, vulnerable)</b>	
• Female participation	
• Impact on the vulnerable	
• Potential to engage youth	
<b>Criterion 4: Competitiveness</b>	
• Revealed comparative advantage	
• Current market size	X
• Ability of the upgraded value chain to respond reliably to market requirements with competitive quality and cost	
• Will the current competitive environment provide “space” for an upgraded value chain?	
• Main (top 3) comparative strengths of the value chain; can THN further strengthen them?	
• Main (top 3) comparative weaknesses in the value chain; can THN address these weaknesses? Can they be addressed by another source?	
• Extent to which the value chain has potential regional characteristics and economies of scale— e.g. supply chain, scale, cross-border investment, etc.	
<b>Criterion 5: Factors that would support upgrading</b>	
• Existence of champions for change; evidence of lead firms	
• Ability to attract lending and other forms of finance	
• Availability of productive infrastructure	
• Potential synergies with existing programs	
• Favorable policy environment	
<b>Criterion 6: Climate resilience and environmental sustainability</b>	
• Susceptibility to natural and socio-political calamities	
• Extent of negative environmental impact	
• Availability of Climate Smart Technologies	
<b>Criterion 7: Absolute hurdles to success</b>	
• Main (top 3) regulatory and legal constraints that the value chain must overcome to achieve an improved level of competitiveness; what options are available to address these constraints?	
• What infrastructure or service constraints need to be overcome, and how vital are they?	

## 5. SCHEDULE AND LEVEL OF EFFORT

Table B. 2 shows the personnel who will be responsible for the value chain selection and value chain assessment reports.

**Table B. 2: Value Chain Selection and Assessment Personnel**

Individual	Value Chain	Will Prepare the Selection Report?	Will Prepare the Assessment Report?
Elaine Belleza	Home décor	Yes	If VC is selected
Joop de Voest	Apparel/textiles	Yes	If VC is selected
Abou Fall/Bill Noble	Specialty foods	Yes	If VC is selected
Eliot Masters	Shea	Yes	If VC is selected
Eliot Masters	Aquaculture/seafood	Yes	If VC is selected
Eliot Masters	Honey	Yes	If VC is selected
Patrick Nugawela	Cashew	Yes	If VC is selected
Patrick Nugawela	Mango/pulp	Yes	If VC is selected
Seydou Sidibe	Livestock—cattle	No	Yes
Seydou Sidibe	Livestock—sheep	No	Yes
Seydou Sidibe	Livestock—goats	No	Yes
Kokou Zotoglo	Staple crops—rice	No	Yes
Kokou Zotoglo	Staple crops—maize	No	Yes
Kokou Zotoglo	Staple crops—millet/sorghum	No	Yes
Martin Webber	Assist the Value Chain Development Specialist in supervision and preparation of the selection and assessments reports		

This Scope of Work (SOW) covers the period through submission of the value chain assessment report. Additional SOWs may be issued to extend the experts' work after this submission.

**Table B. 3: Personnel Level of Effort for Value Chain Selection and Assessment**

Person	Estimated Dates	Level of Effort			
		Travel in West Africa	Headquarters/ Home Office	Travel	Subtotal
Elaine Belleza	April 14–May 31*	15	13	2	30
Joop de Voest	April 7–May 31*	15	15	2	32
Abou Fall	Full-time THN team member				25
Eliot Masters	April 7–May 31*	26	8	2	36
Patrick Nugawela	April 15–May 31*	21	12	3	36
TBD	April 15–May 31*	12	11	2	25
Seydou Sidibe	Full-time THN team member				30
Kokou Zotoglou	Full-time THN team member				30
Martin Webber	March 28–May 31	12	15	3	30

\*Dates will be shortened and level of effort reduced if the value chains are not selected for assessment

## 6. REPORTING RELATIONSHIPS

The Value Chain Development Specialist will be responsible for oversight and final assembly and preparation of the reports. Martin Webber, Competitiveness and Value Chain Advisor, will provide assistance and support.

# ANNEX C: THN TECHNICAL REPORT TEMPLATE FOR VALUE CHAIN ASSESSMENTS

# TEMPLATE FOR RECORDING INFORMATION

## THN Technical Report Template for Value Chain Assessments

<b>How to use this assessment template</b>		
<p>The template is provided as an assistance tool in conducting interviews or researching individual value chains. It can be used as a guide or as a template for actually recording information/data from individual meetings or interviews or from data sources such as previous reports. There is nothing magical about the space provided in the “Assessment of Factor” column. Insert as much information as needed.</p> <p style="text-align: center;">Criteria and factors are the same as those used in the value chain assessment report for each value chain.</p>		
<b>Name of the Value Chain:</b>		
<b>FACTOR</b>	<b>ASSESSMENT OF FACTOR</b>	<b>Is there a significant negative (i.e., possible reason to drop this VC)? Provide details, please.</b>
<b>Criterion 1: Contribution to economic growth</b>		
<div style="background-color: #d3d3d3; padding: 5px;">• Potential to increase trade</div>		
<div style="background-color: #d3d3d3; padding: 5px;">• Potential to create jobs</div>		
<div style="background-color: #d3d3d3; padding: 5px;">• Potential to attract investments. Include assessment of whether the VC has “triggers” for U.S. investment</div>		
<div style="background-color: #d3d3d3; padding: 5px;">• Potential to generate value addition</div>		
<div style="background-color: #d3d3d3; padding: 5px;">• Potential to generate market-based improvements in production yields</div>		
<div style="background-color: #d3d3d3; padding: 5px;">• Leverage: potential for significant return on USAID investment</div>		

## TEMPLATE FOR RECORDING INFORMATION

### THN Technical Report Template for Value Chain Assessments

FACTOR		ASSESSMENT OF FACTOR	Is there a significant negative (i.e., possible reason to drop this VC)? Provide details, please.
<b>Criterion 2: Impact on food security</b>			
	• Number of households participating		
	• Contribution to total of average participant households income		
	• Impact on households nutrition		
	• Extent of geographic dispersal in West Africa		
<b>Criterion 3: Social impact (women, ultra-poor, vulnerable)</b>			
	• Female participation		
	• Impact on the vulnerable		
	• Potential to engage youth		

## TEMPLATE FOR RECORDING INFORMATION

### THN Technical Report Template for Value Chain Assessments

FACTOR	ASSESSMENT OF FACTOR  For the value chain assessment (VCA), collect information for each factor. Some factors will require only a half-page or so for a description in the VCA report; others will require 2-4 pages to fully describe. Quantify where possible—data can be included in an annex if useful.	Is there a significant negative (i.e., possible reason to drop this VC)? Provide details, please.
<b>Criterion 4: Competitiveness</b>		
<ul style="list-style-type: none"> <li>• Revealed comparative advantage</li> </ul>		
<ul style="list-style-type: none"> <li>• Current market size               <ul style="list-style-type: none"> <li>✓ What is the product? How sustainable is the demand?</li> <li>✓ Big question—is there an addressable market for West Africa product?</li> <li>✓ What is the size of the market?</li> <li>✓ Where is the market?</li> <li>✓ Does market access and success seem realistic, and reasonably substantial?</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>• What is the ability of the upgraded value chain to respond reliably to market requirements with competitive quality and cost?</li> </ul>		
<ul style="list-style-type: none"> <li>• Will the current competitive environment provide “space” for an upgraded value chain?</li> </ul>		
<ul style="list-style-type: none"> <li>• What are the main (top 3) comparative <b>strengths</b> of the VC? Can THN further strengthen them?</li> </ul>		
<ul style="list-style-type: none"> <li>• What are the main (top 3) comparative <b>weaknesses</b> of the VC? Can THN address them? Can they be addressed by another source?</li> </ul>		

## TEMPLATE FOR RECORDING INFORMATION

### THN Technical Report Template for Value Chain Assessments

<ul style="list-style-type: none"> <li>• Extent to which the value chain has regional/cross border characteristics – e.g. supply chain, scale, cross-border investment, etc.</li> </ul>		
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FACTOR	ASSESSMENT OF FACTOR	Is there a significant negative (i.e., possible reason to drop this VC)? Provide details, please.
<b>Criterion 5: Factors that would support upgrading</b>		
<ul style="list-style-type: none"> <li>• Existence of champions for change; evidence of lead firms               <ul style="list-style-type: none"> <li>✓ Who are the lead firms or early innovators?</li> <li>✓ Do they have strong or improvable market knowledge and access?</li> <li>✓ Are there other leaders—private or public sector—who can support the lead firms and VC upgrading?</li> <li>✓ Are the lead firms willing to serve or engage the needs of the value chain's market system?</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>• Ability to attract lending and other forms of finance</li> </ul>		
<ul style="list-style-type: none"> <li>• Availability of productive infrastructure</li> </ul>		

## TEMPLATE FOR RECORDING INFORMATION

### THN Technical Report Template for Value Chain Assessments

	<ul style="list-style-type: none"> <li>Potential synergies with existing programs</li> </ul>		
	<ul style="list-style-type: none"> <li>Favorable policy environment</li> </ul>		

FACTOR		ASSESSMENT OF FACTOR	Is there a significant negative (i.e., possible reason to drop this VC)? Provide details, please.
<b>Criterion 6: Climate resilience and environmental sustainability</b>			
	<ul style="list-style-type: none"> <li>Susceptibility to natural and socio-political calamities</li> </ul>		
	<ul style="list-style-type: none"> <li>Extent of negative environmental impact</li> </ul>		
	<ul style="list-style-type: none"> <li>Availability of Climate Smart Technologies</li> </ul>		
<b>Criterion 7: Absolute hurdles to success?</b>			
	<ul style="list-style-type: none"> <li>What are the main (top 3) regulatory and legal constraints that the value chain must overcome to achieve an improved level of competitiveness? What options are available to address these constraints?</li> </ul>		
	<ul style="list-style-type: none"> <li>What infrastructure or service constraints need to be overcome, and how vital are they?</li> </ul>		

**TEMPLATE FOR RECORDING INFORMATION**  
**THN Technical Report Template for Value Chain Assessments**

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